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31 October 1967

Honorable Charles L. Schultze  
Director, Bureau of the Budget  
Washington, D.C.

Dear Charlie:

In your letter of 27 October 1967 you point out your belief that we should continue our analysis of the total national intelligence resource allocation, and you stressed the role of the Target Oriented Display (TOD) as well as the continuing assessment of the utility of intelligence information. Additionally, you emphasized the pressing need for analysis of the ABM problem. I agree with your views about the direction and urgency of intelligence analysis. We are indeed pressing forward towards a progressively more useful TOD while at the same time endeavoring to develop the tools and techniques with which to attack the utility of intelligence problems. Both of these actions involve community effort and, additionally, are intrinsically complex and difficult. Nevertheless, we are making some progress through ad hoc efforts on specific problems and through the USIB and NIPE activities.

There are currently underway USIB studies in the area of

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Comint and Elint and NIPE is deeply involved in studying the Ballistic Missile problem under terms of reference very similar to those you suggest for the ABM problem. [ ] of NIPE has described our attack on the Ballistic Missile problem to your Mr. Fischer. Currently, we are in the process of improving, modifying, and validating the conceptual approach and the methodology with the community in the hope that they can be applied to decision issues for FY 1969 and FY 1970. We believe that the process of community validation is a necessary step in the development of utility assessment studies. We also believe that a community agreed conceptual approach and methodology are prerequisites to your proposed ABM study. I am referring your proposed terms of reference to the community as a first step in achieving this end. At the same time, we must recognize that even a major effort is not likely to produce all of the results implied by your terms of reference in time to be useful during consideration of the FY 1969 budget. I am much more hopeful that substantial help can be available to apply to the apportionment cycle for FY 1969. Recognizing the time urgency and the major fiscal implications of the ABM problem, we will attack this problem with high priority, keeping you or your designated representative informed of our progress. The focal point in my office will be the D/DCI/NIPE with [ ] as project officer.

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Sincerely,

Richard Helms  
Director